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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, November 22, 2022
3:00 p.m.
REMOTE MEETING VIA WEBEX EVENT**

1) CALL TO ORDER

Present: Commissioner Edward A. Chow, M.D., Chair
Commissioner Laurie Green, M.D.

Excused: Commissioner Susan Belinda Christian, J.D.

Staff: Susan Ehrich MD, Adrian Smith, Jennifer Boffi, Lisa Winston MD, Lukejohn Day MD,
Michael Gerchow, Susan Brajkovic, Troy Williams, Jim Marks MD, Andrea Turner, Jenna
Bilinski, Karrie Johnson, Gillian Otway, Claire Horton MD, Christopher Ross

The meeting was called to order at 3:02pm.

2) APPROVAL OF THE MINUTES OF THE OCTOBER 25, 2022 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The Committee unanimously approved the October 25, 2022 meeting minutes.

3) REGULATORY AFFAIRS REPORT

Adrian Smith, Chief Quality Officer, presented the item.

Commissioner Comments:

Commissioner Green asked how the open number of events compare to the total number of events. She also asked if there have been volume changes and frequency of inspections. Mr. Smith stated it is difficult to respond accurately until data for 2022 has been stratified and analyzed. He added the cases reflect less of hospital work and more of the CDPH surveyors' work. Looking at 2022 data, there were 55 total cases reported to CDPH and 5 closed by the state. He added that staff understood that privacy breaches, HAPI, elopements, and sexual assaults were important issues to address for the year.

Commissioner Chow noted concern for increase in HAPI cases over the last three years. He requested ongoing updates for the number of closed cases and how many required plans of correction.

4) FY2122 ZSFG ANNUAL REPORT DRAFT

Susan Ehrlich, Chief Executive Officer, presented the item.

Commissioner Comments:

Commissioner Green thanked staff for the beautiful report, which represents the incredible work conducted each day at ZSFG.

Commissioner Chow is pleased with the extensive report and expressed gratitude for incorporation of his previous comments. He suggested adding hyperlinks to the research journals to the final report and adding an acknowledgment of those staff who developed the report.

Action Taken: The Committee unanimously recommended that the report be submitted to the full Health Commission.

5) 8.09 PROVISION OF CARE POLICY

Gillian Otway, Acting Chief Nursing Officer, presented the item.

Commissioner Comments:

Commissioner Green asked if there were changes from last year's policy. Ms. Otway stated that she will send last year's policy to the Commissioners.

Commissioner Chow noted that this is another important policy to understand the extensive work done at the hospital.

Action Taken: The Committee unanimously recommended that the full Health Commission approve the policy.

6) 17.01 PERFORMANCE IMPROVEMENT AND PATIENT SAFETY (PIPS) POLICY

Adrian Smith, Chief Quality Officer, presented the item.

Commissioner Comments:

Commissioner Green thanked Mr. Smith for the well done and extensive policy.

Commissioner Chow noted that under item D, there is an incomplete sentence. Mr. Smith stated that he will make the correction for the final version of the policy.

Action Taken: The Committee unanimously recommended that the full Health Commission approve the policy.

7) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT AND EMERGENCY DEPARTMENT NEWSLETTER

Susan Ehrlich, Chief Executive Officer, presented the item.

SAFETY **1. COVID-19 Returning Safely Together**

San Francisco, similar to the rest of California, the U.S., and the world, is in a rapidly changing environment with respect to COVID-19. The following are the latest changes and updates in our COVID-related operations; we are continually assessing these policies and practices:

Updated N95 Guidelines

Effective November 15, the N95 Respirators in Utility Rooms and Other Respirator Issue Points have changed. After pandemic-created shortages and emergency substitutions, ZSFG and other parts of the DPH Health Network are changing the N95 respirator lineup. The new lineup has been selected for user comfort, expected vendor reliability during periods of high demand, and shelf-life of unused respirators. The BYD 2322 will be retired.

SAFETY

2. MPX Update

On July 28, 2022, San Francisco declared a local health emergency due to MPX after the City emerged as an epicenter of the outbreak with hundreds of cases reported. Thanks to the response led by the Department of Public Health, city leaders, our community partners, and our fantastic ZSFG staff, MPX cases have now slowed to less than one case per day in San Francisco and more than 27,000 San Franciscans are now vaccinated against the virus. Because of this progress, the MPX public health emergency ended on October 31st.

While much has been accomplished since the emergency was declared, MPX is still circulating in the community and remains a public health concern to the health of those most affected in the gay, bisexual and trans communities. Our work will continue.

However, the city is much better off now than at the beginning of this public health emergency. ZSFG accounted for an astounding 75% of all vaccinations against MPX administered in the City. Our team not only administered the vaccine to those who needed it quickly, but health equity was at the forefront of our response. Even though supplies were limited in the beginning, our Vaccination Team quickly adapted their operations to ensure that all who were eligible received the vaccine. They quickly established new hours of operation, streamlined intake procedures and provided outreach to the community to make sure patients were served.

ZSFG was also one of the first to begin addressing the virus with MPX testing, the first in San Francisco to set up a dedicated treatment clinic to swiftly evaluate and treat patients, and the first to set up a large scale vaccination site.

ZSFG has contributed greatly to San Francisco's overall successful public health response and will continue to do so.

DEVELOPING OUR PEOPLE

3. ZSFG Hosts Ukranian Healthcare Delegation

On November 7th, ZSFG hosted a delegation of Ukrainian doctors and hospital administrators who were in the Bay Area for a learning tour of the American healthcare system. Organized by the Congressional Office for International Leadership, the delegation's visit to ZSFG promoted collaboration on best practices for health care administration as well as highlighted ZSFG's trauma, emergency room, and refugee services. Our teams demonstrated the intersection of immigration with health care and reinforced the concept that successful resettlement starts with coordinated and patient-centered healthcare.

The delegation toured our Emergency Department, Critical Care, and Med-Surg clinical units. To supplement the tour, the delegation saw presentations on the Trauma Recovery Center, the Survivors International Program, and the Newcomers Health Program, which are housed in the Family Health Center.

Many thanks to Drs. Elena Fuentes-Afflick, Lukejohn Day, Christopher Colwell, Joseph Cuschieri, Mark Leary, Sarah Metz as well as Cristy Dieterich, Jeff Schmidt and Tatyana Vovchok for touring the group and making the visit a successful, collaborative event.



DEVELOPING OUR PEOPLE

4. Ashley Biden Visits ZSFG

On October 19th, ZSFG hosted social worker and first daughter, Ashley Biden, on campus with UCSF. She visited ZSFG to observe our groundbreaking programs that help patients who are suffering traumatic loss and patients with serious mental illness. Her visit included the Emergency Department, Psychiatric Emergency Services, the Child and Adolescent Support, Advocacy & Resource Center as well as the Trauma Recovery Center and Citywide Case Management. These groundbreaking programs are serving as national models for behavioral care.

Our deepest gratitude to Ashley Biden for visiting our campus and supporting our incredibly important programs!



DEVELOPING OUR PEOPLE

5. Gratitude November

ZUCKERBERG SAN FRANCISCO GENERAL Hospital and Trauma Center

Gratitude / Recognition November

"Gratitude unlocks the fullness of life. It turns what we have into enough and more. It turns denial into acceptance, chaos to order, and confusion into clarity. It can turn a meal into a feast, a house into a home, a stranger into a friend. Gratitude makes sense of our past, brings peace for today, and creates a vision for tomorrow" —Melody Beattie

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
		Start a gratitude journal Check out Gratitude: A Guide to Wellbeing	Wellbeing Wednesday Everything gratitude today!	Recognition event What are you grateful for? At ZSFG Wellness Center 11am-12:30 pm	Tell 3 people you work with why you're grateful for them	Ask someone how they really are and listen to the answer!
		6	7	8	9	10
Text 3 people right now telling them why you're grateful for them	Do an outside activity	Journal about 5 good things that happened to you today	Wellbeing Wednesday Wellbeing Pop-Up Drop by - ZSFG Wellness Center 9:30-1:00 pm What are you grateful for? Event! 11am-12:30 pm	Express gratitude for a coworker Drop by the Wellness Center for a surprise wellness inspiration class 12-1pm	Spend a day doing only nice things about other people	Practice mindful breathing when you're facing a difficult situation
		13	14	15	16	17
World Kindness Day Be kind with your kindness today and go viral!	Sweet Treat Monday 11:00am-1:00pm (or until gone)	Think about what you are most grateful for in your daily life Gratitude Mezzanine Walk Ends	Wellbeing Conversations Virtual @Zoom Zoom ID: 853 818 8021 Password: 782021 Wellbeing Pop-Up Drop by - ZSFG Wellness Center for a surprise offering 9:30am-1:00 pm	Recognition Day Check in with Your Manager TODAY!	Recognition Day Check in with Your Manager TODAY!	Be kind to yourself today (and every day!)
		20	21	22	23	24
Show appreciation for a colleague	World Hello Day Say hello to a stranger and genuinely ask how they are	Leave a note of encouragement for someone in your office	Wellbeing Wednesday Everything gratitude today!	Thanksgiving Day Visit the Cafeteria for a special Thanksgiving meal Write about gratitude in your journal for 20 minutes	Think about family traditions that you are most grateful for	Find something you are grateful for in nature
		27	28	29	30	
Contribute to an organization of your choice	Journal about a memory you are grateful for	Have lunch with a colleague you are grateful for	Wellbeing Wednesday Wellbeing Pop-Up Drop by - ZSFG Wellness Center for a surprise offering	Sweet Treat Day Wellbeing Wednesdays Recognition Day Drop-In Person Class	Wellbeing Pop-Up Offering Drop by the ZSFG Wellness Center for a surprise offering	Wellbeing Conversations Look in daily Gratitude for more inspiration

"Everything Gratitude: Smile at someone, send a gratitude note to a coworker, take the 1/2 mile wellness walk around the hospital, or write 10 things you're grateful for and why, etc."

November is Gratitude November at ZSFG! The past few years have been extremely challenging for all healthcare workers with the continued response to COVID-19, followed by the MPX epidemic, in addition to regular work. ZSFG has deep gratitude to our staff every day, but this month our hospital is making additional, intentional efforts to recognize our employees for their remarkable contributions.

Every day this month is filled with recognition events, special activities, well-being tips, gratitude exercises and more. To highlight a few special happenings: on Wellness Center Wednesdays, staff can pick up Gratitude Recognition Cards to write notes of gratitude to their coworkers. From November 1st to the 15th, staff could view the display located in the Building 25 Mezzanine. November 17th and 18th were special recognition days for staff from their managers. Finally, the Wellness Committee hosted weekly pop-up offerings in the Wellness Center, a virtual wellbeing talk, and a sweet treat giveaway.

Many thanks to our Chief Experience Officer, Aiyana Johnson; Wellness Program Manager, Khadijah Grant; and the entire Wellness and Care Experience Teams for their thoughtful curation of these events.

DEVELOPING OUR PEOPLE

6. ZSFG Healthcare Recognitions

This past month, ZSFG celebrated the following healthcare recognition in honor of our staff and the incredible work they do every single day!

National Radiologic Technologists Week

ZSFG celebrated National Radiologic Technology Week from November 6th to 12th. This is a time to thank and recognize the radiology and imaging services provided throughout the hospital and the vital work of medical imaging and radiation therapy professionals in patient care and health care safety.

National Respiratory Care Week

Respiratory Care Week
October 23-29, 2022

Respiratory Care Services (RCS) celebrates 50 years of service at Zuckerberg San Francisco General Hospital

Respiratory therapy evolved as a profession in the 19th as hospitals discovered and adopted technologies in treating pneumonia and pneumonia pneumonia.

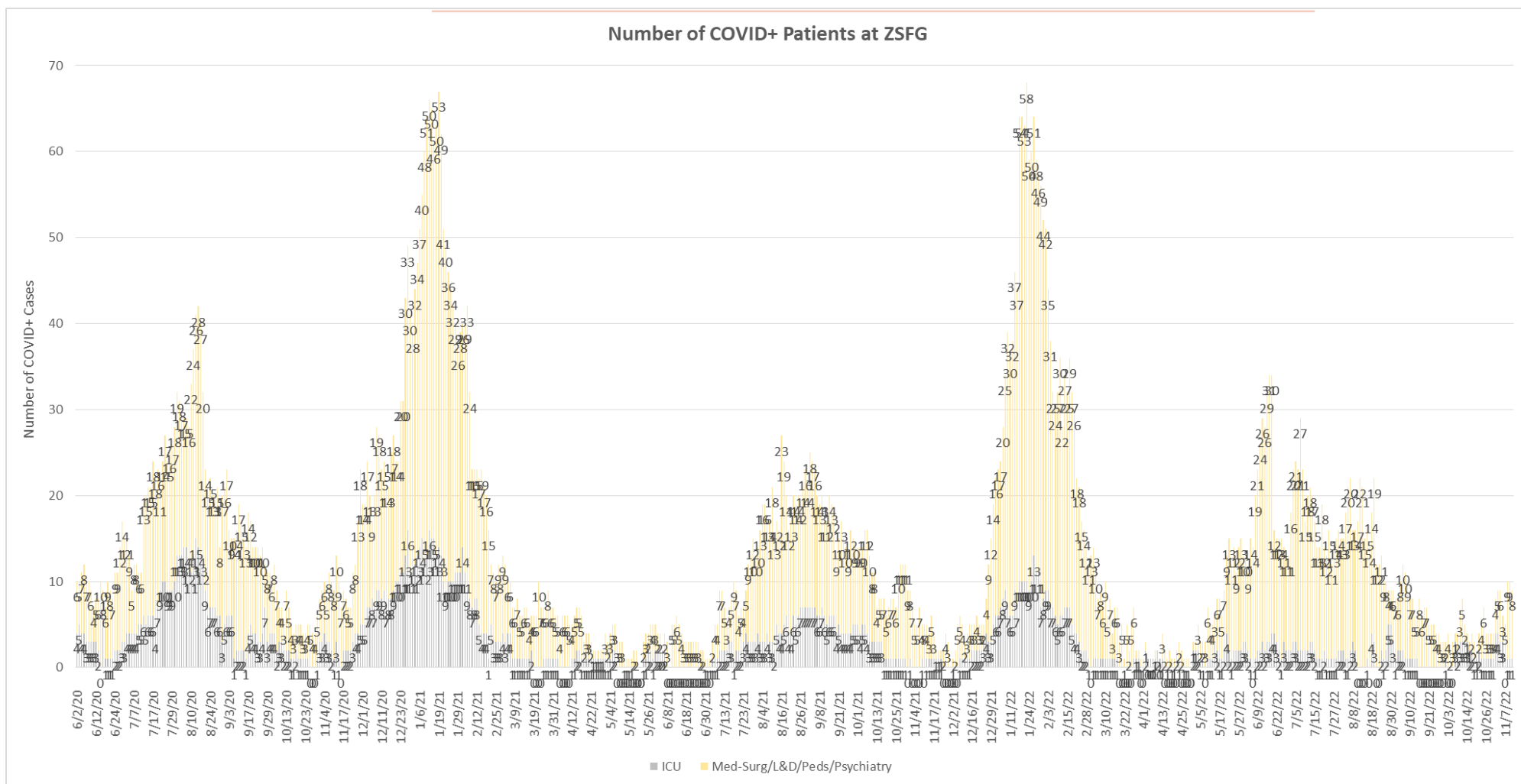
The specialty of this technology required skilled professionals to operate and manage these devices, a critical "Intensive Therapy Technician".

Today, there are over 200,000 Respiratory Care Professionals (RCPs) in the US who provide care in different settings including hospitals, clinics and home health. We are celebrating respiratory professionals and their critical role in the care of patients such as pneumonia patients to prevent deaths.

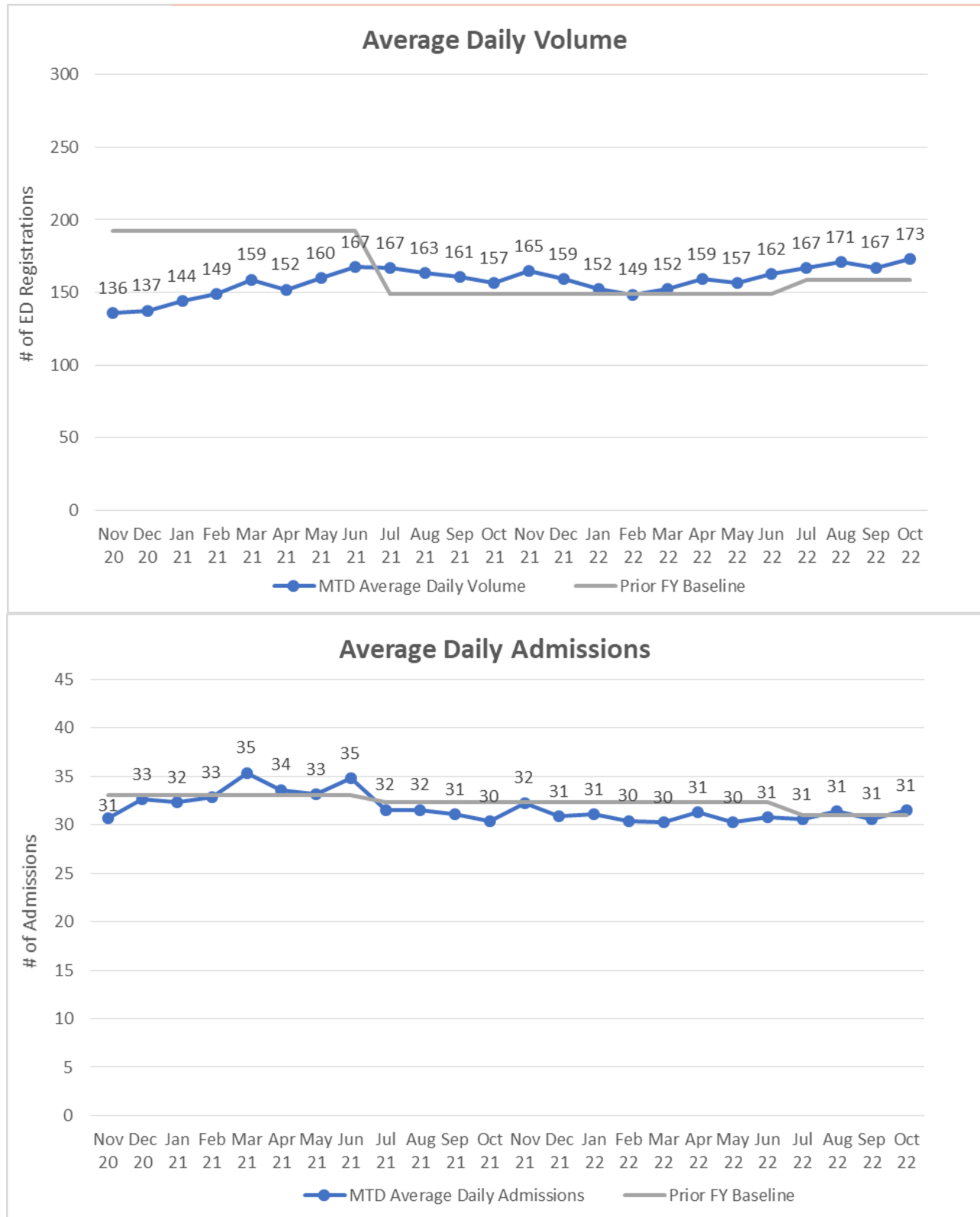
We celebrate all past and present RCPs at ZSFG who continue our legacy of excellent care and service to our community!

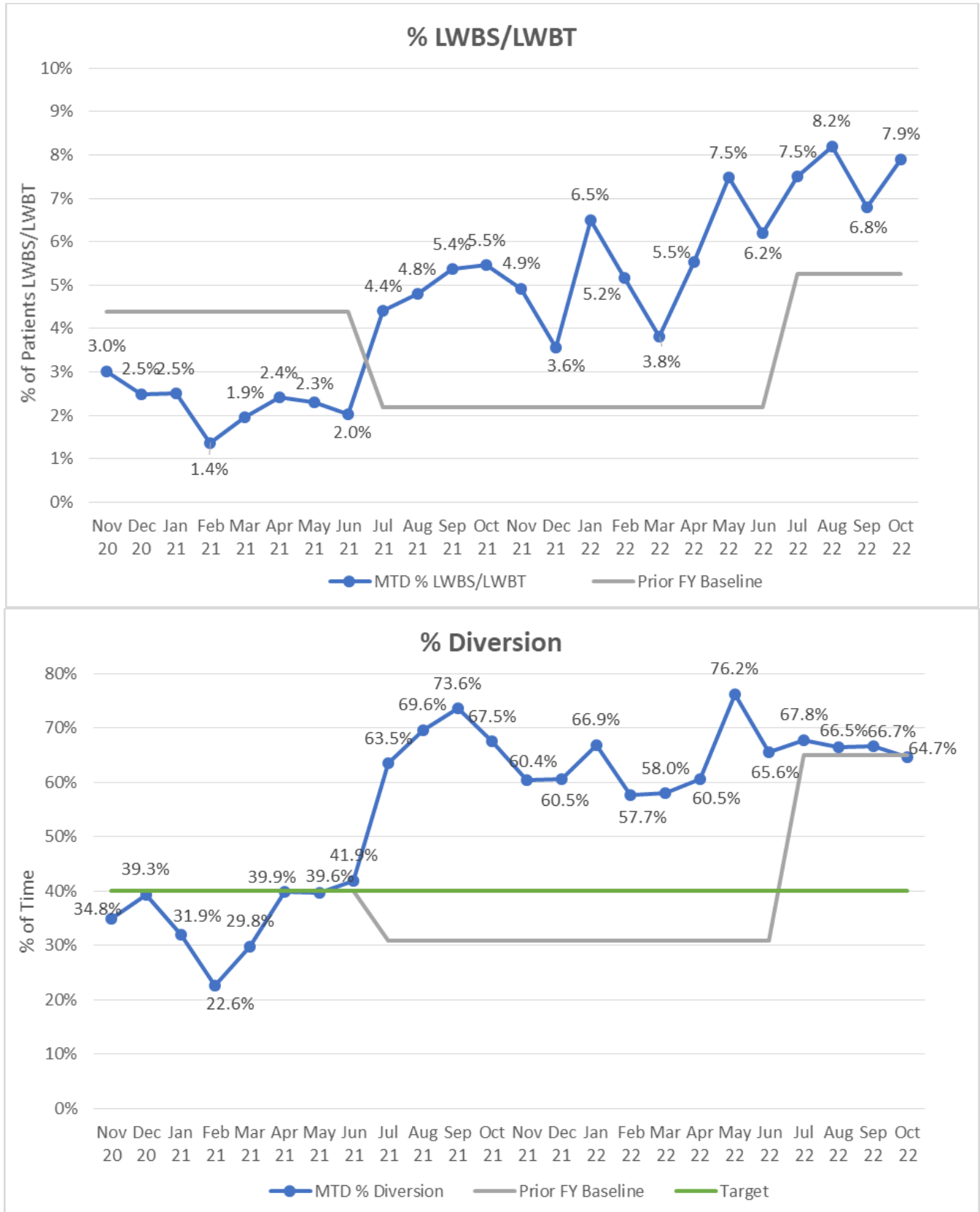
Respiratory Therapists are an integral part of ZSFG care teams, who operate throughout the hospital and manage patients from admission to discharge. They specialize in managing lung and breathing disorders, making their work during the COVID-19 pandemic vital to our ability to save patient lives. Many thanks to our Respiratory Therapists for their immeasurable impact on our community. This year also marks the 50th Anniversary of the Respiratory Therapist Team at ZSFG – congratulations!

QUALITY ZSFG COVID+ Patients



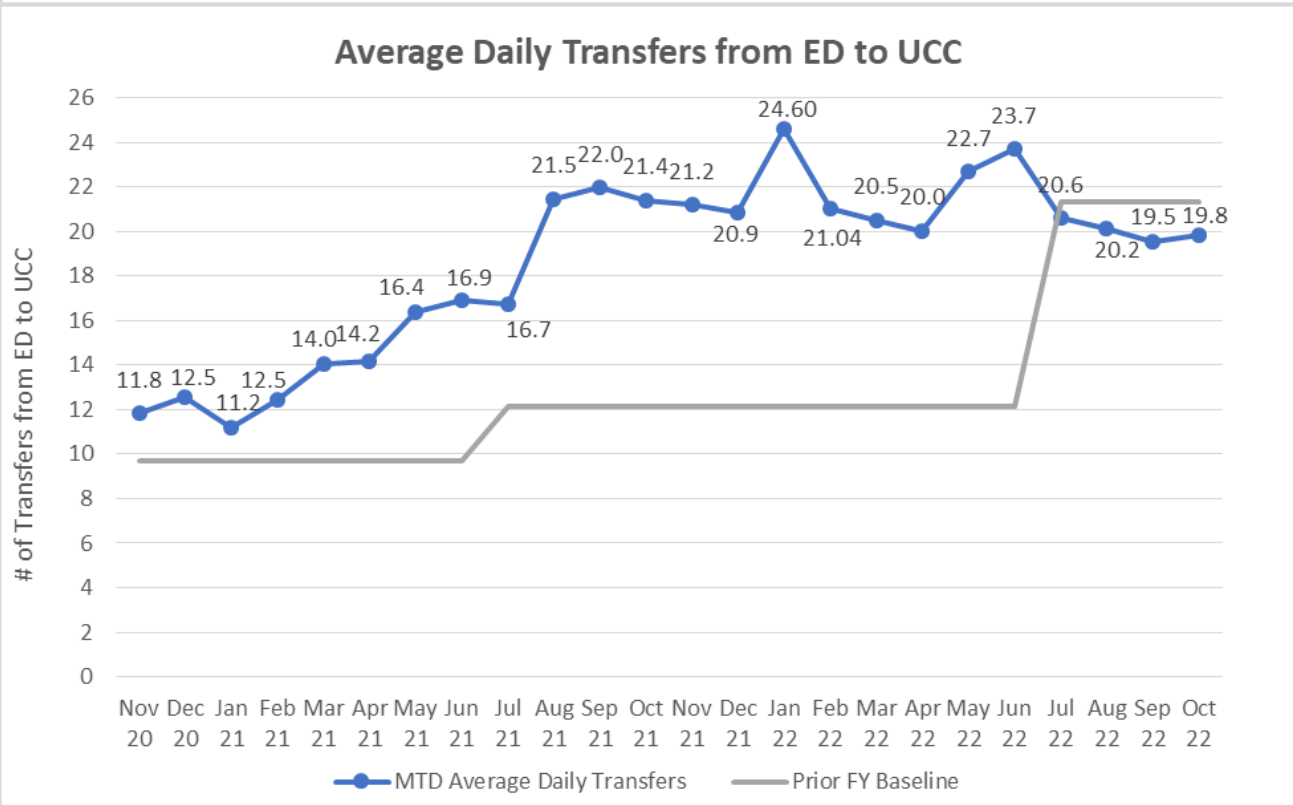
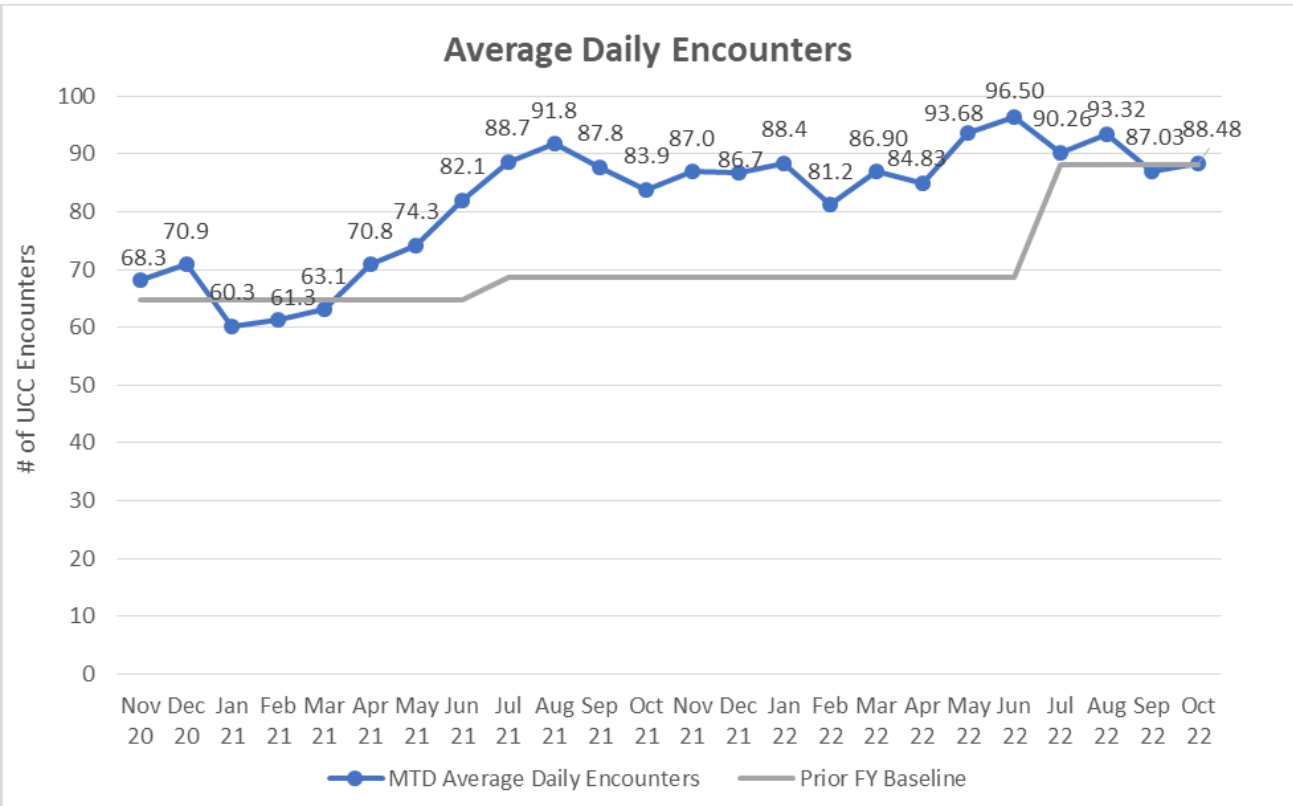
QUALITY Emergency Department Activities

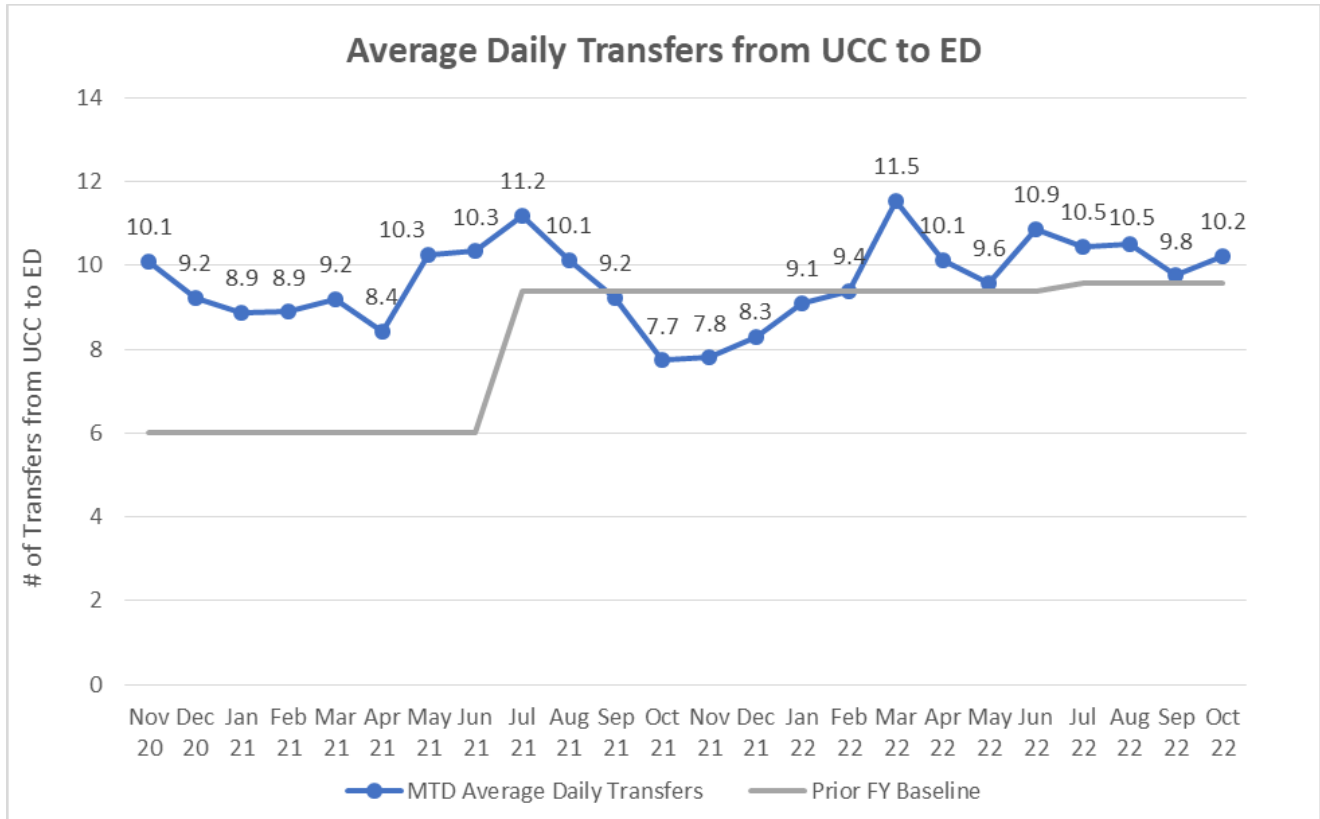




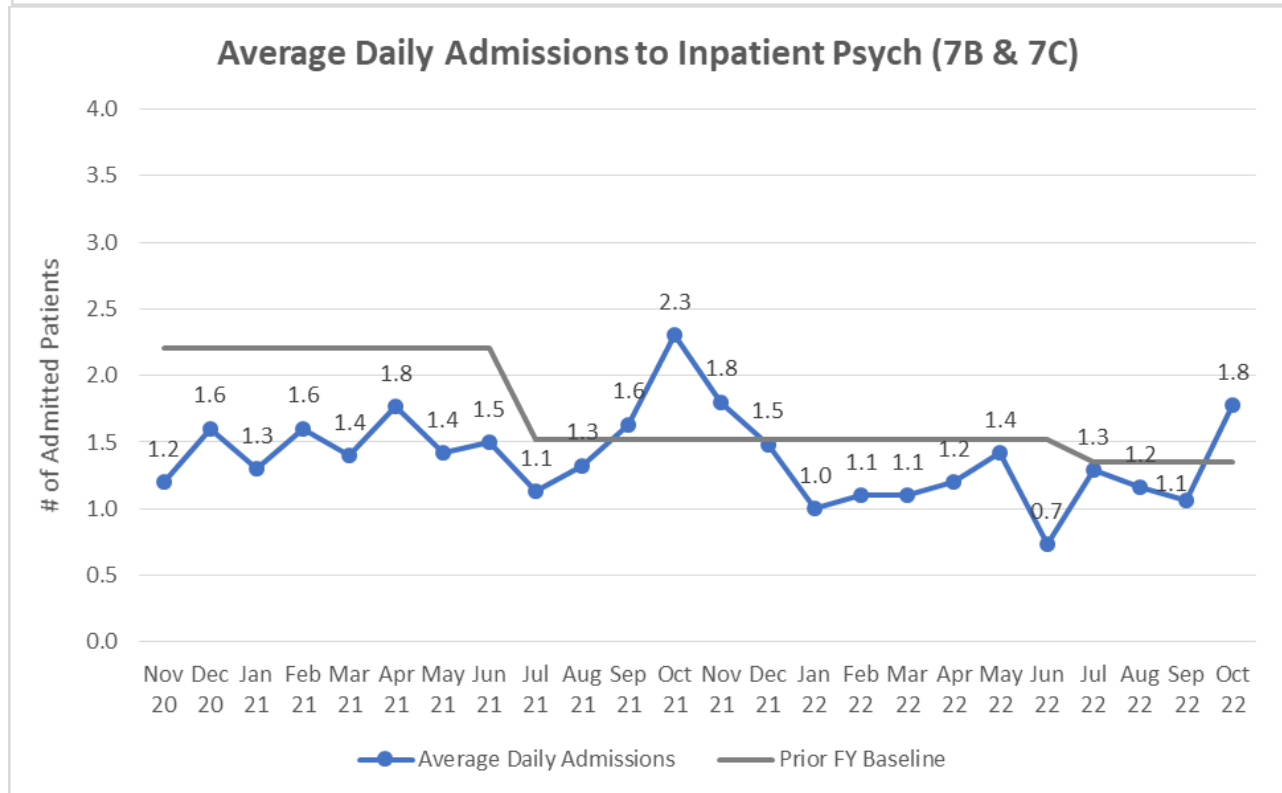
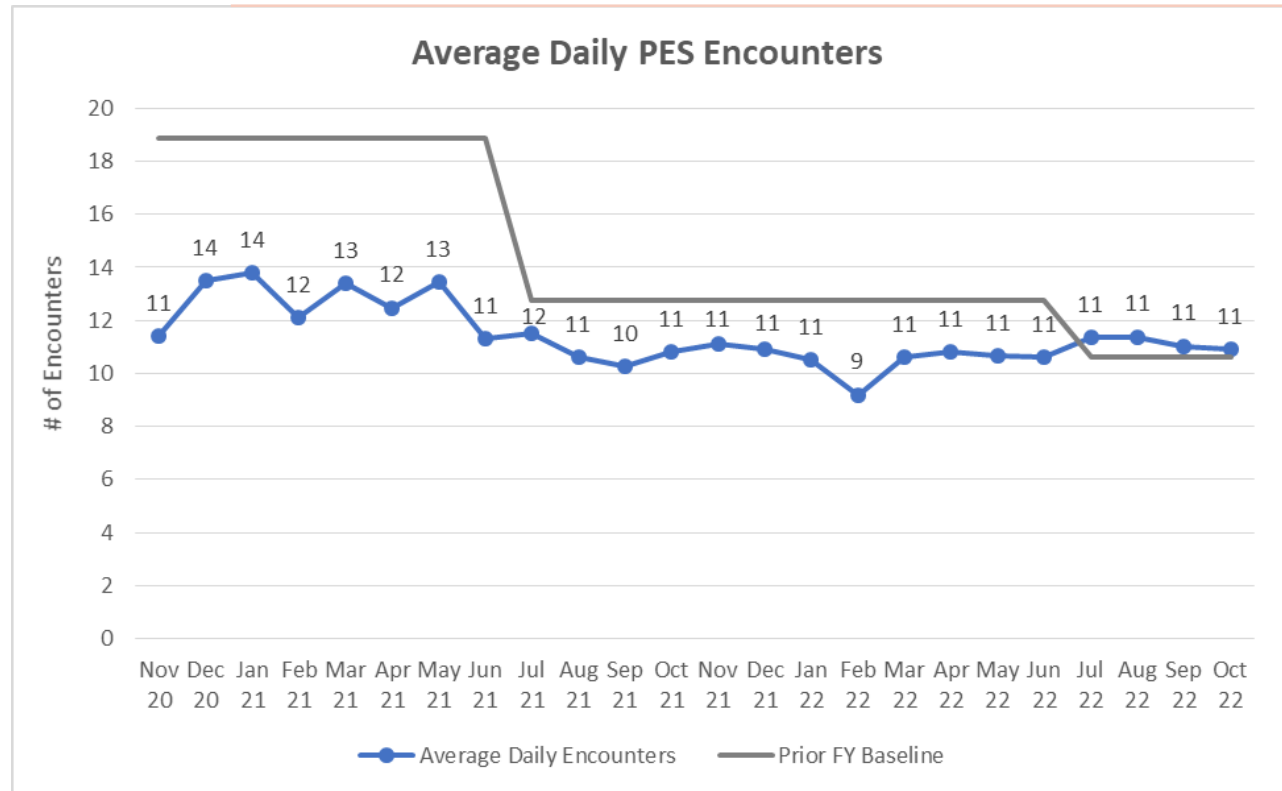
QUALITY

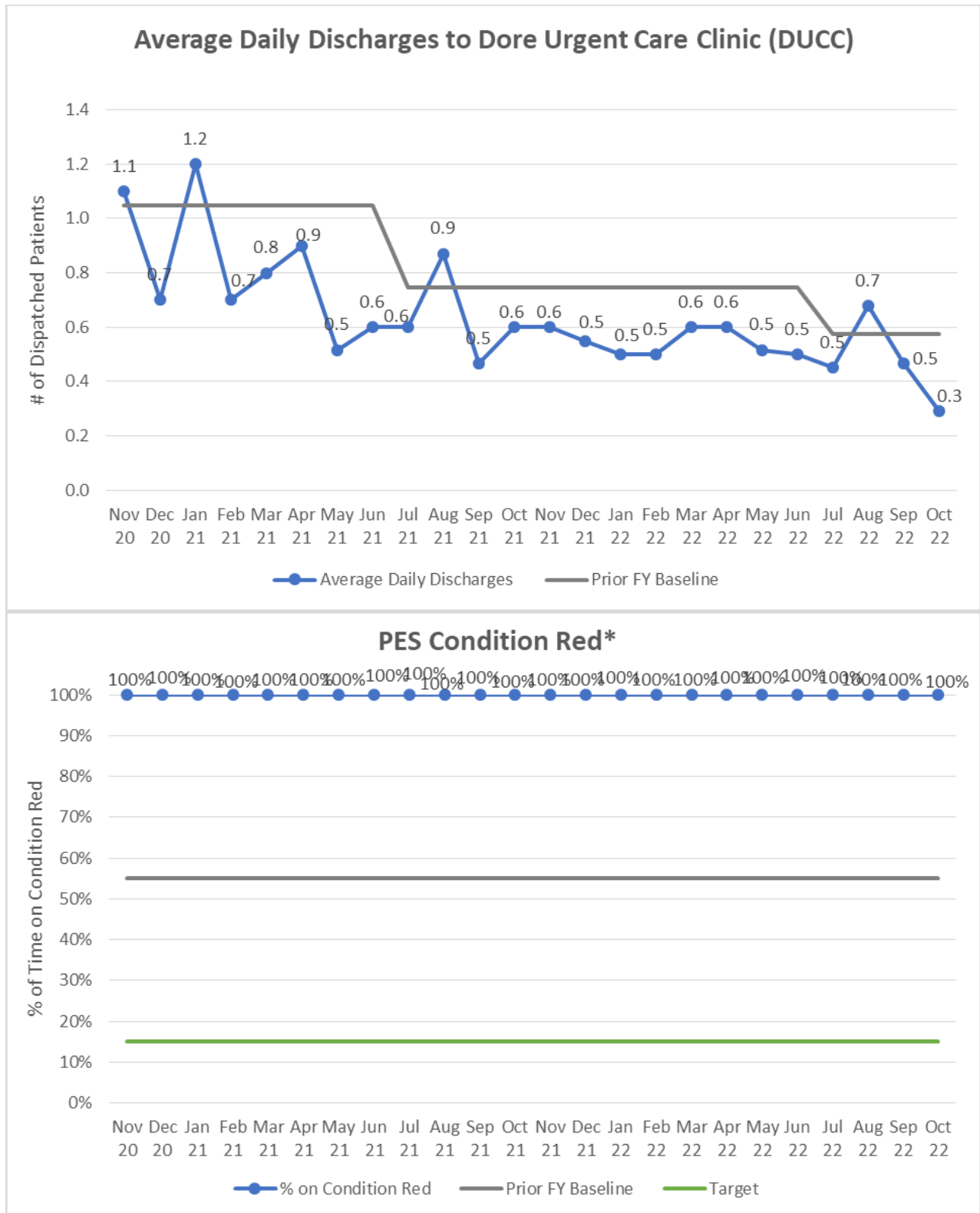
Urgent Care Clinic Activities





QUALITY Psychiatric Emergency Services Activities





***We are using condition red as an external communication tool to signal that patients can not directly come to PES. They must be cleared by ED first.**

QUALITY Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 178.00 which is 114.10% of budgeted staffed beds and 99.44% of physical capacity. 26.26% of the Medical/Surgical days were lower level of care days: 6.89% administrative and 19.37% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 29.90 which is 106.80% of budgeted staffed beds and 51.56% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 26.10 which is 86.99% of budgeted staffed beds and 62.14% of physical capacity of the hospital.

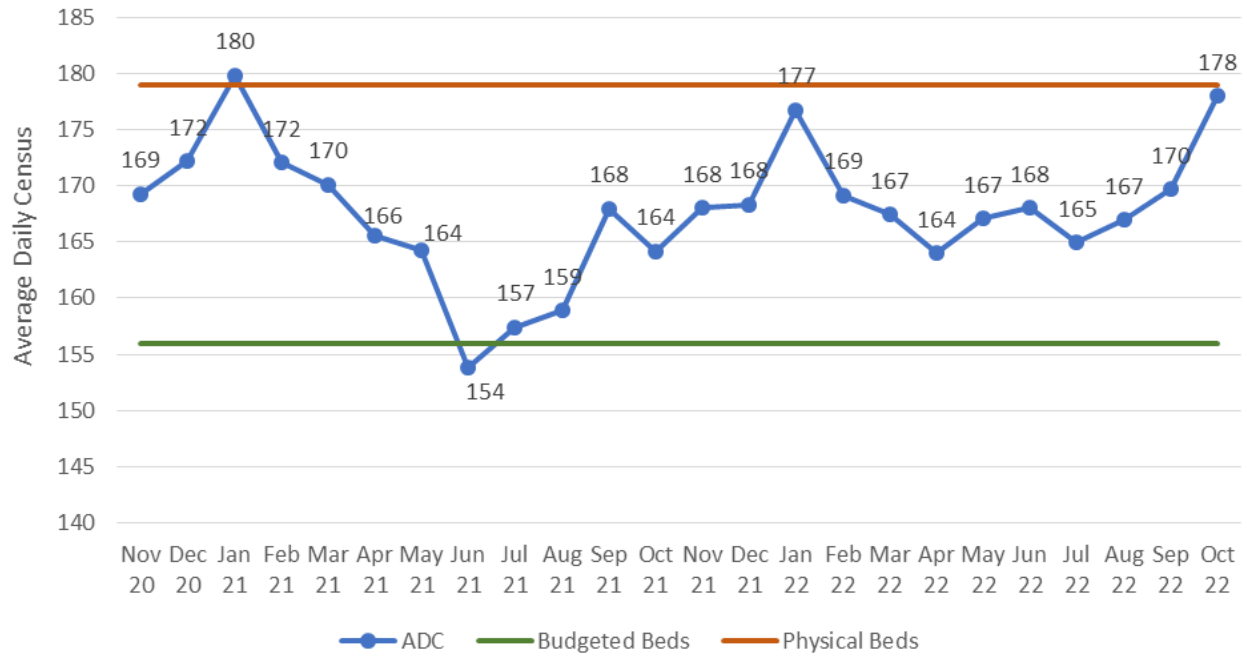
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 40.16, which is 91.28% of budgeted staffed beds and 59.94% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.45, which is 77.88% of budgeted staffed beds (n=7) and 45.43% of physical capacity (n=12). Utilization Review data shows 77.91% non-acute days (34.46% administrative and 43.45% non-reimbursed).

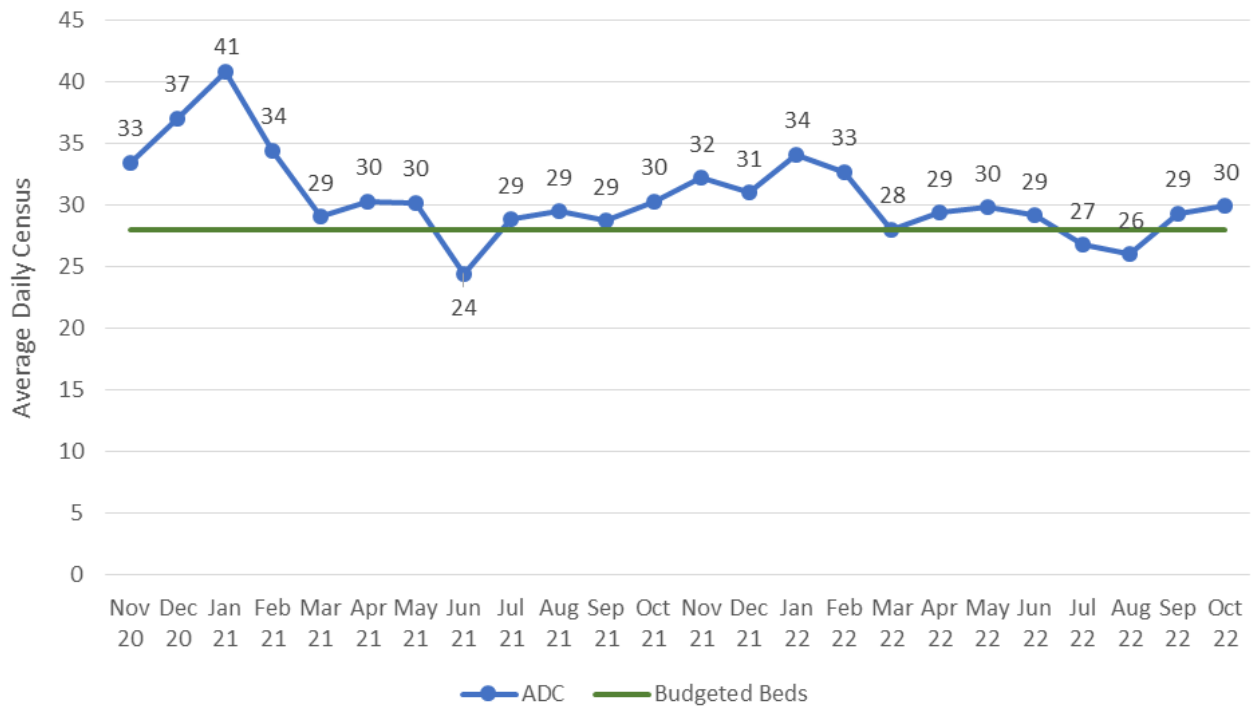
4A SKILLED NURSING UNIT

Average Daily Census for our skilled nursing unit was 27.77, which is 99.19% of our budgeted staffed beds and 92.58% of physical capacity.

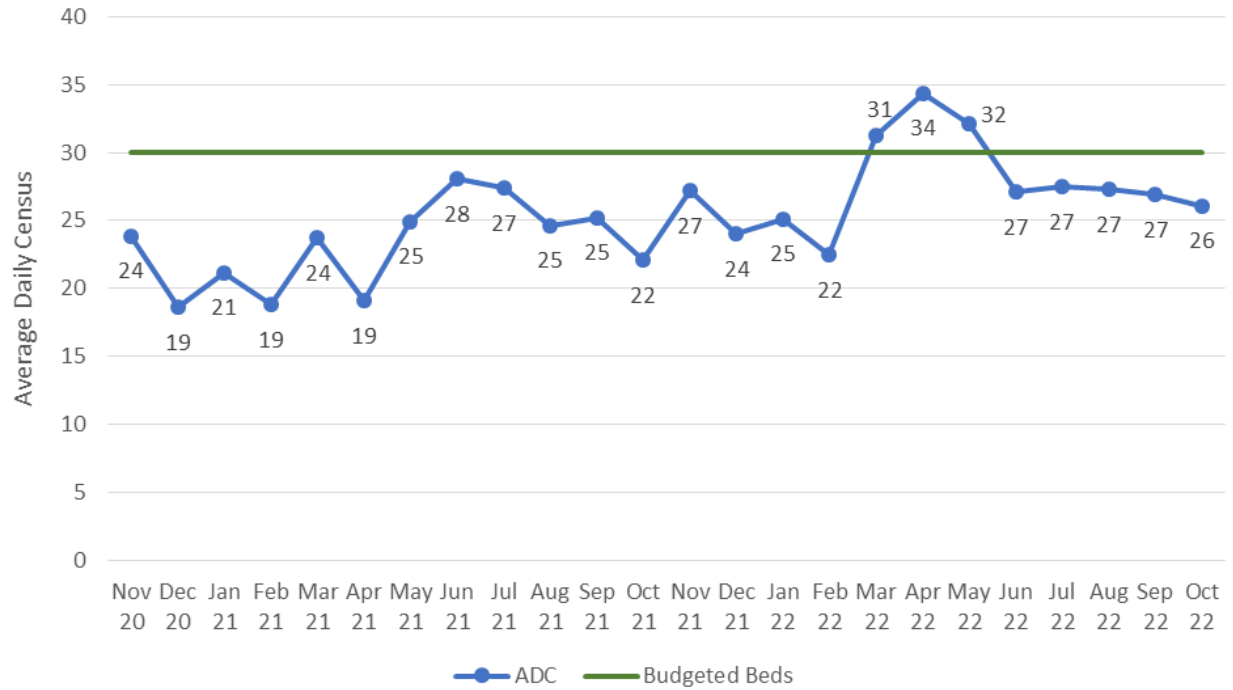
Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census



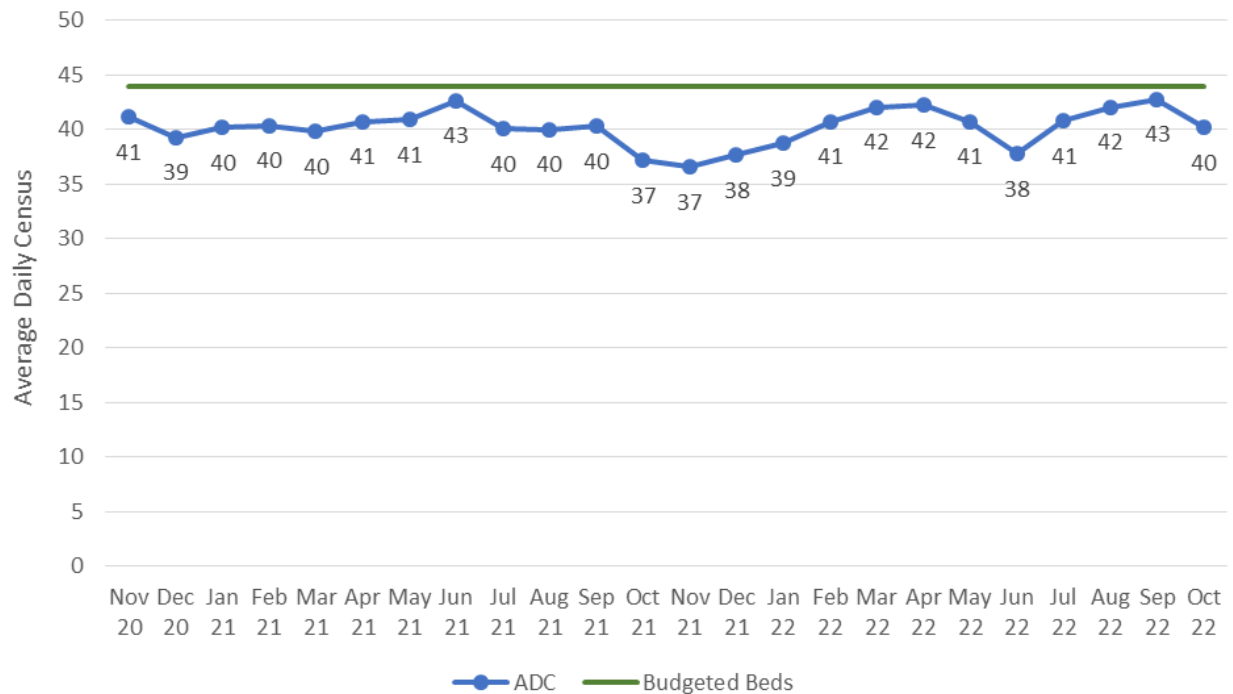
Intensive Care Unit Average Daily Census

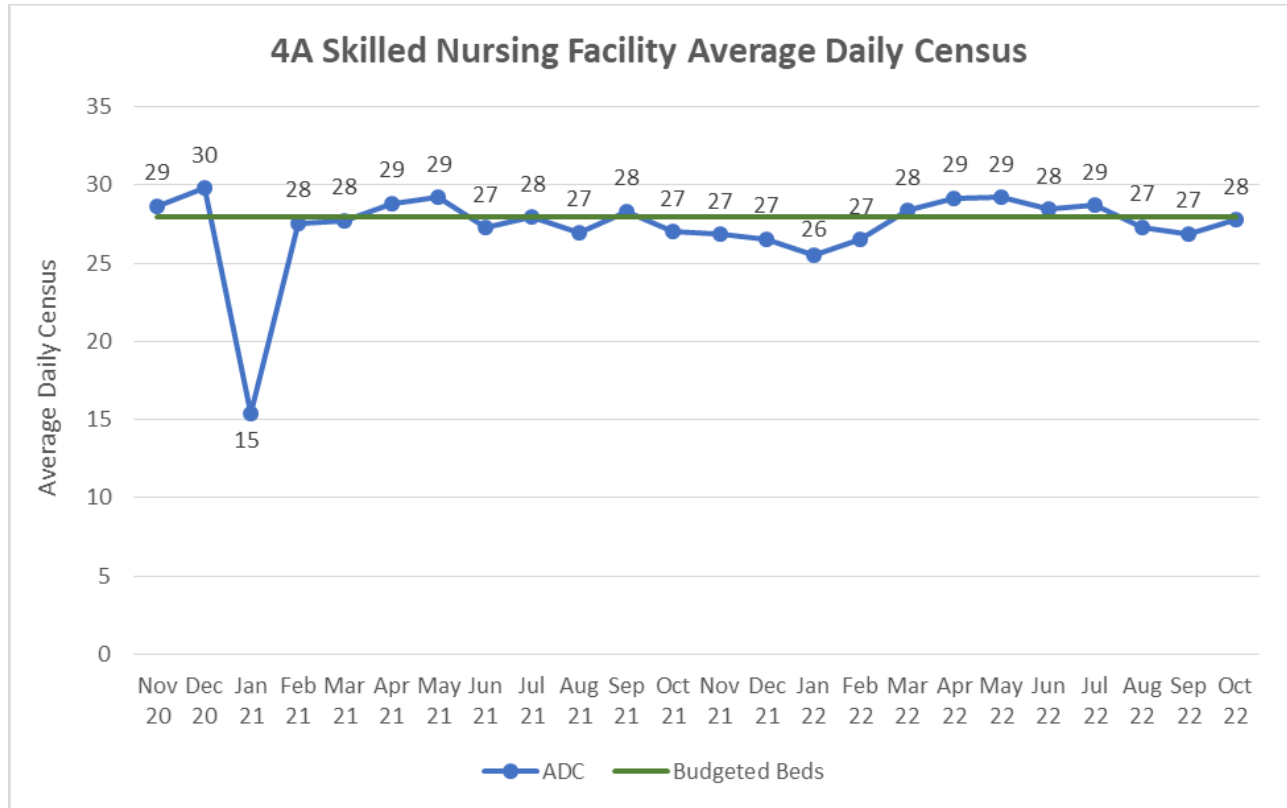


Maternal Child Health Average Daily Census



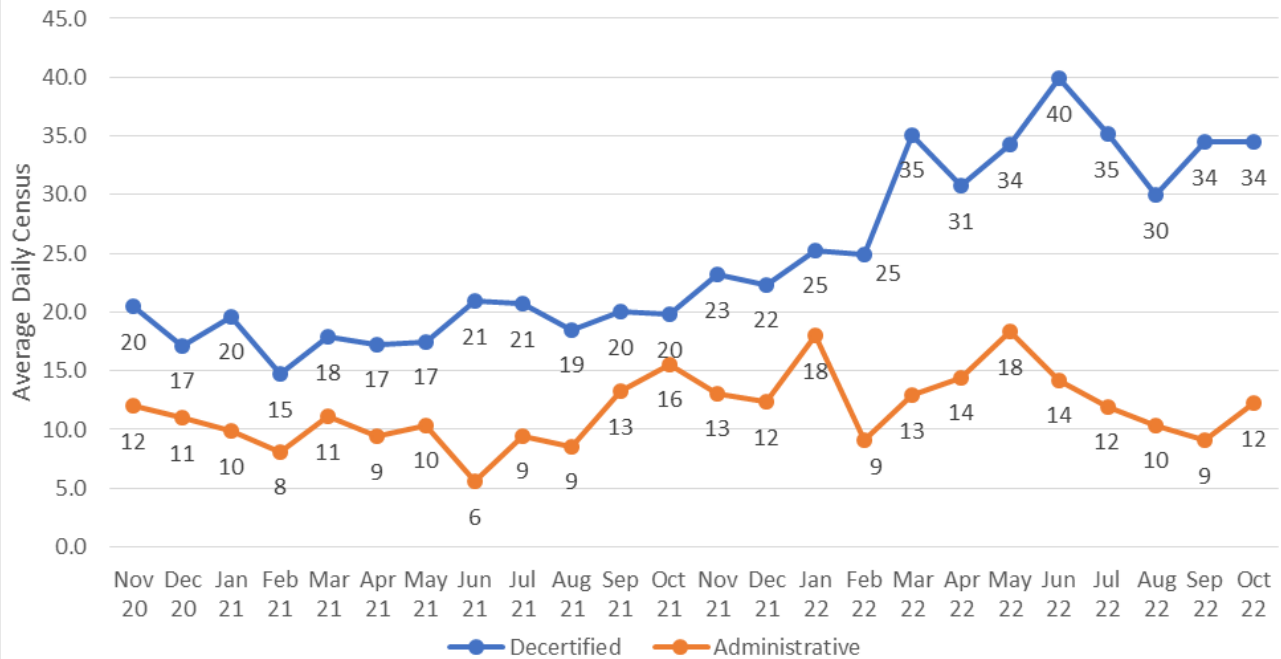
Acute Psychiatry (7B & 7C) Average Daily Census



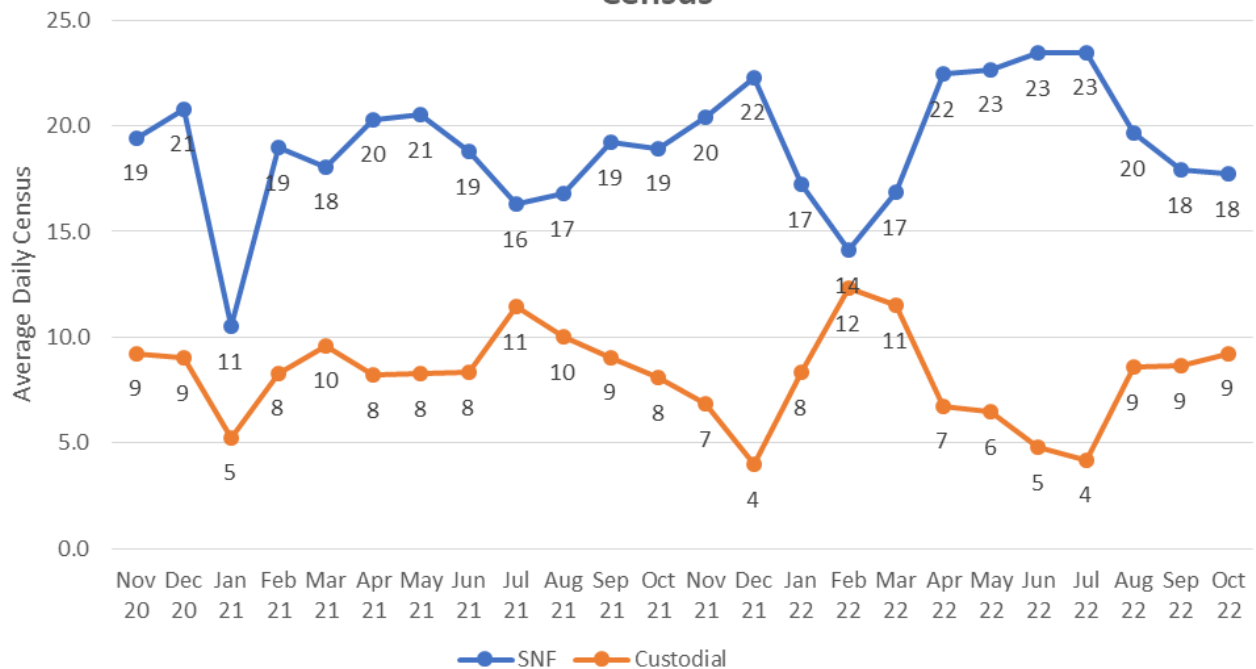


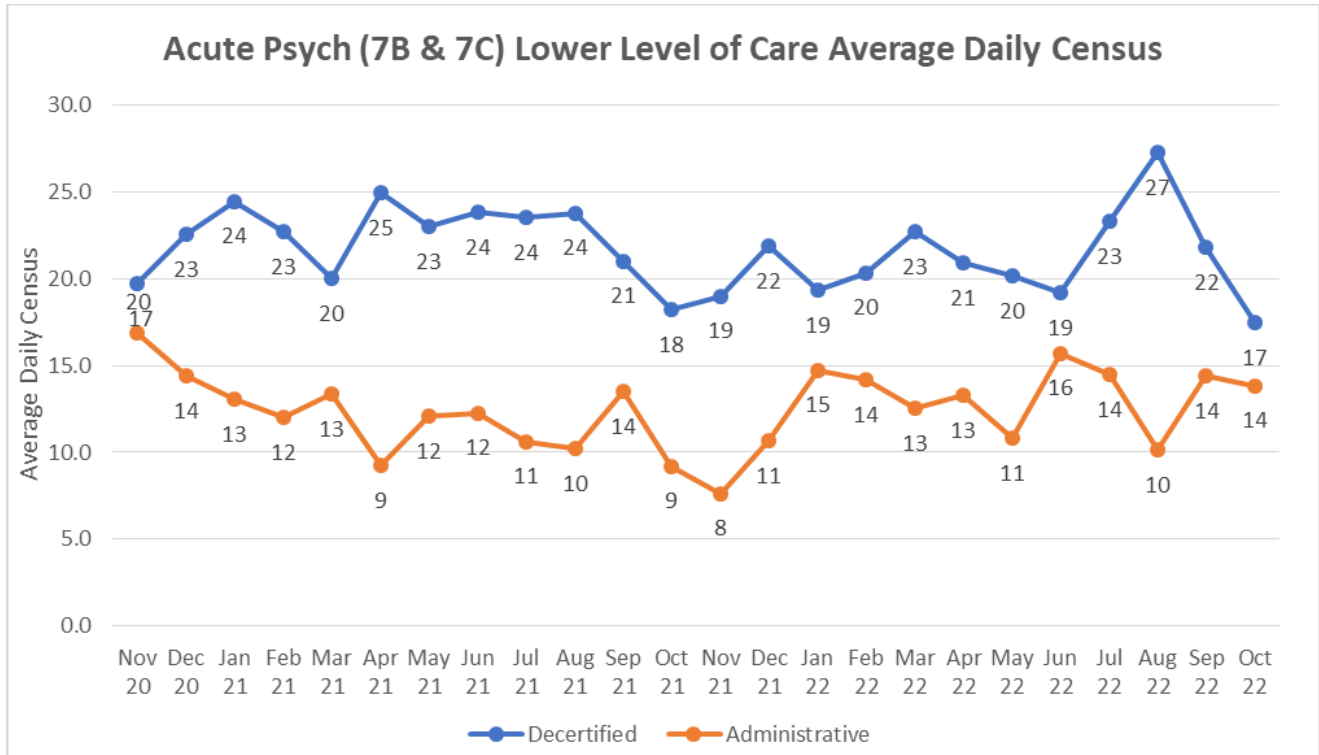
QUALITY Lower Level of Care Average Daily Census

Medical Surgical Lower Level of Care Average Daily Census



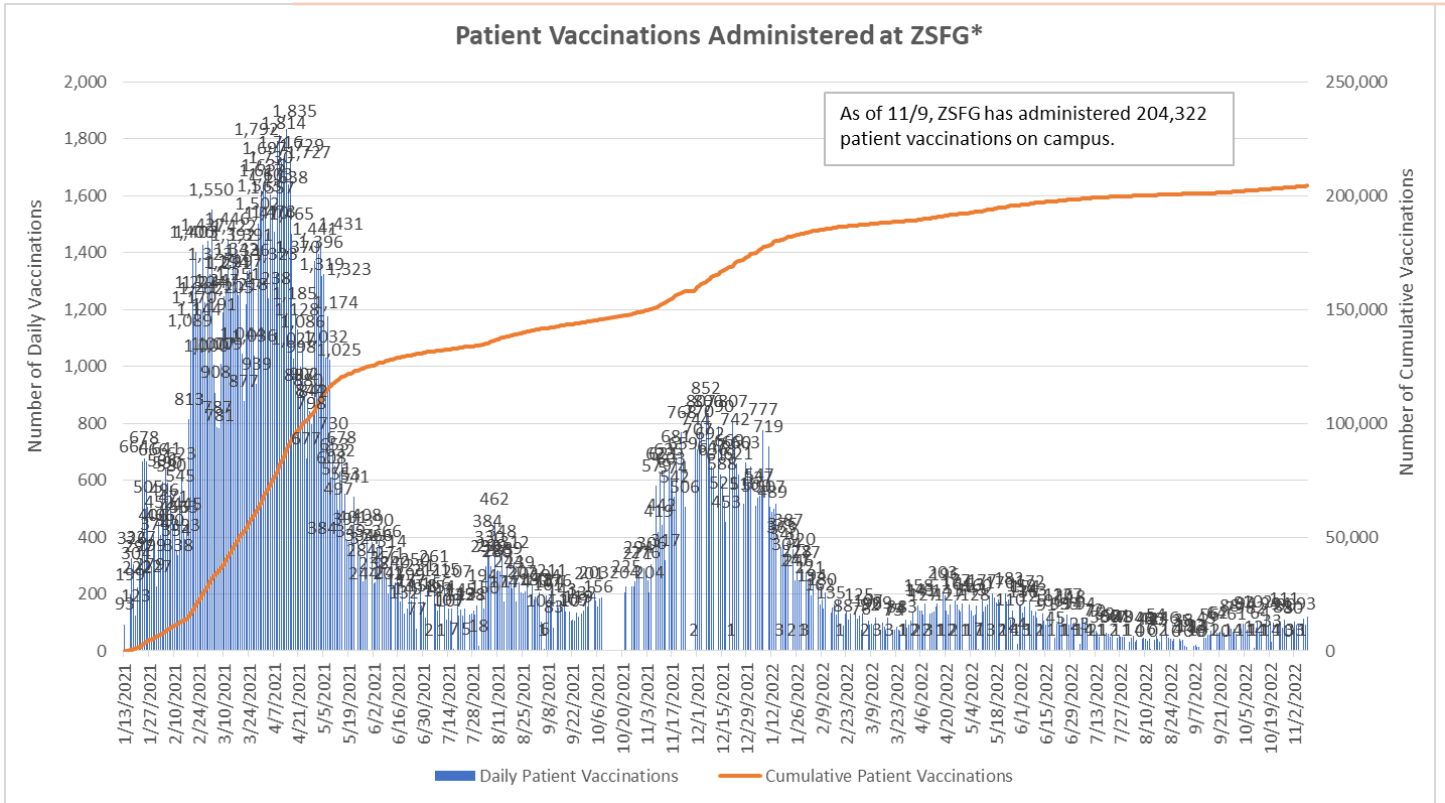
4A Skilled Nursing Facility Lower Level of Care Average Daily Census



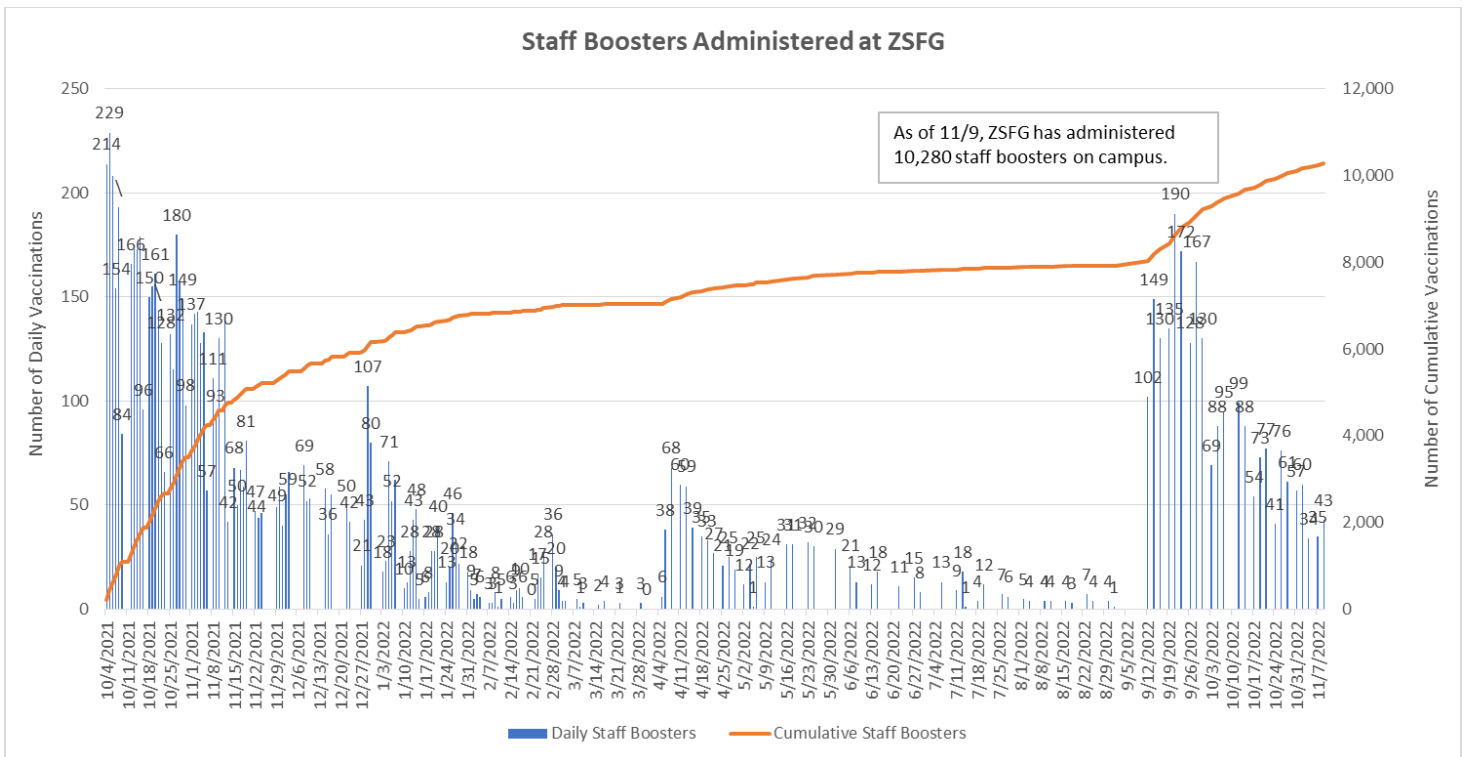


SAFETY

COVID-19 Vaccinations Administered at ZSFG

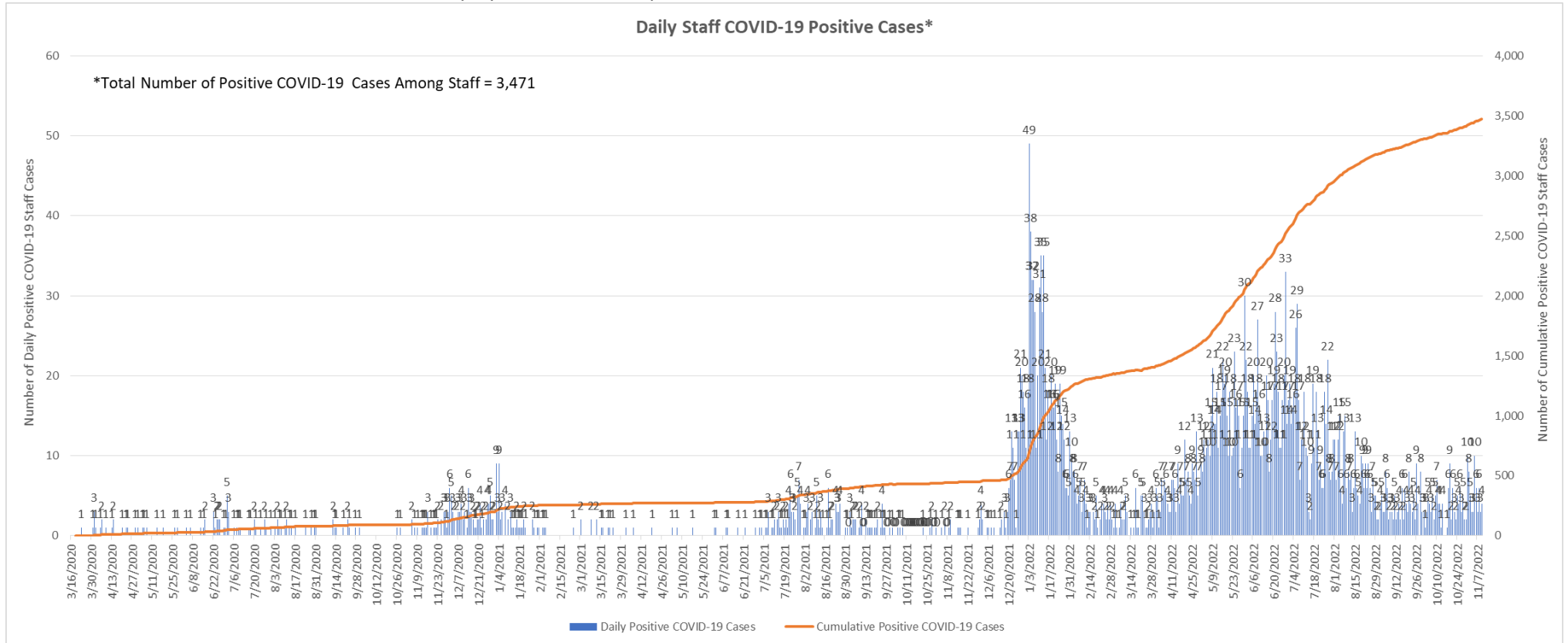


*Includes network-wide patients and members of the community.

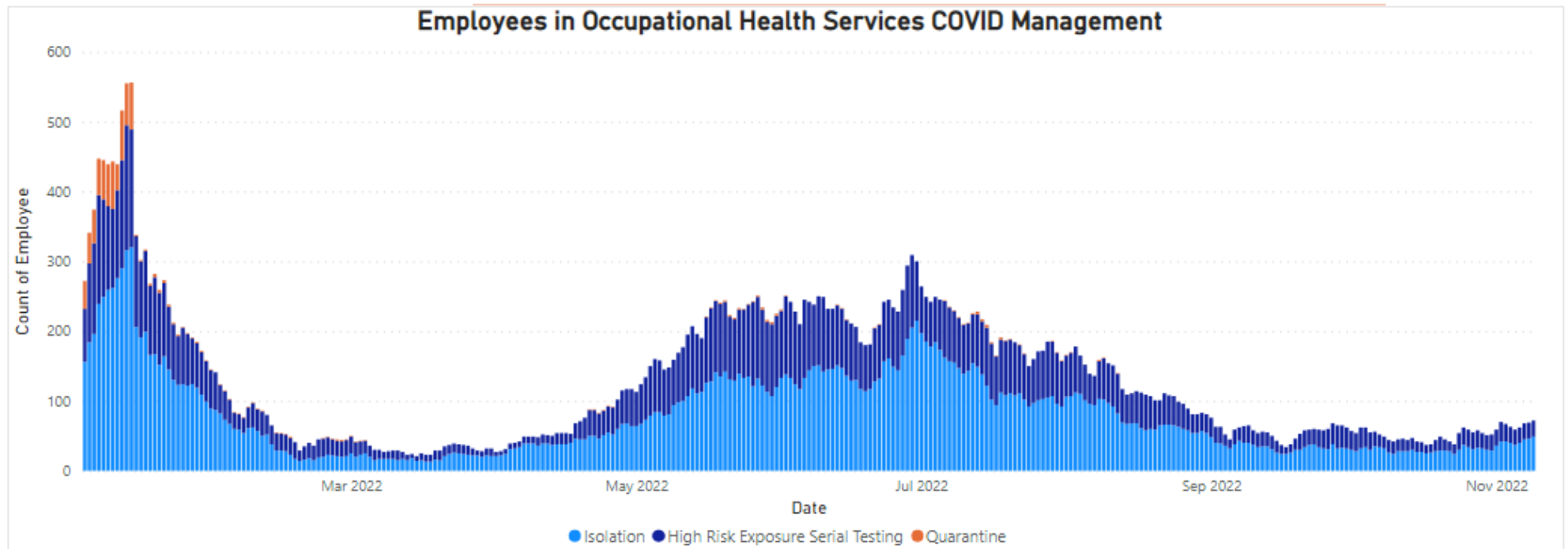


SAFETY Occupational Health COVID+ Staff Cases

As of November 10, 2022, 3,471 ZSFG employees have tested positive for COVID-19.



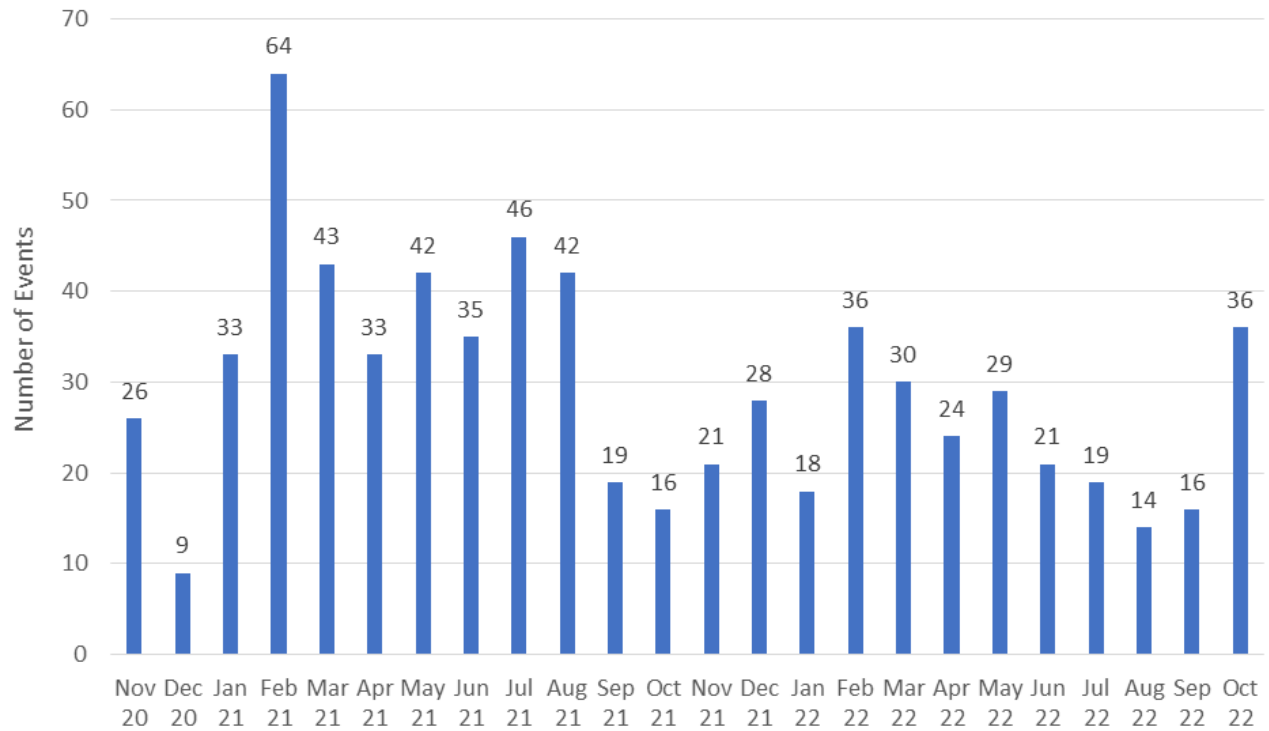
SAFETY Occupational Health COVID-19 Staff Management



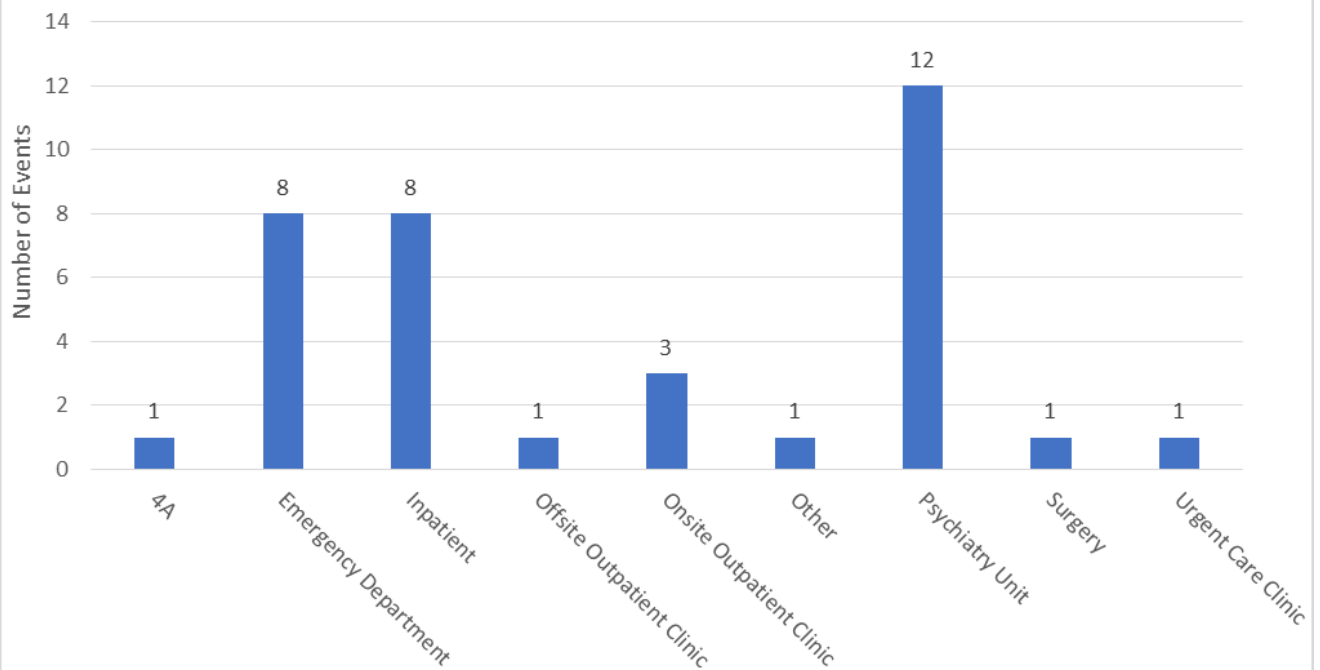
SAFETY

Workplace Violence Activity

Total Events by Month

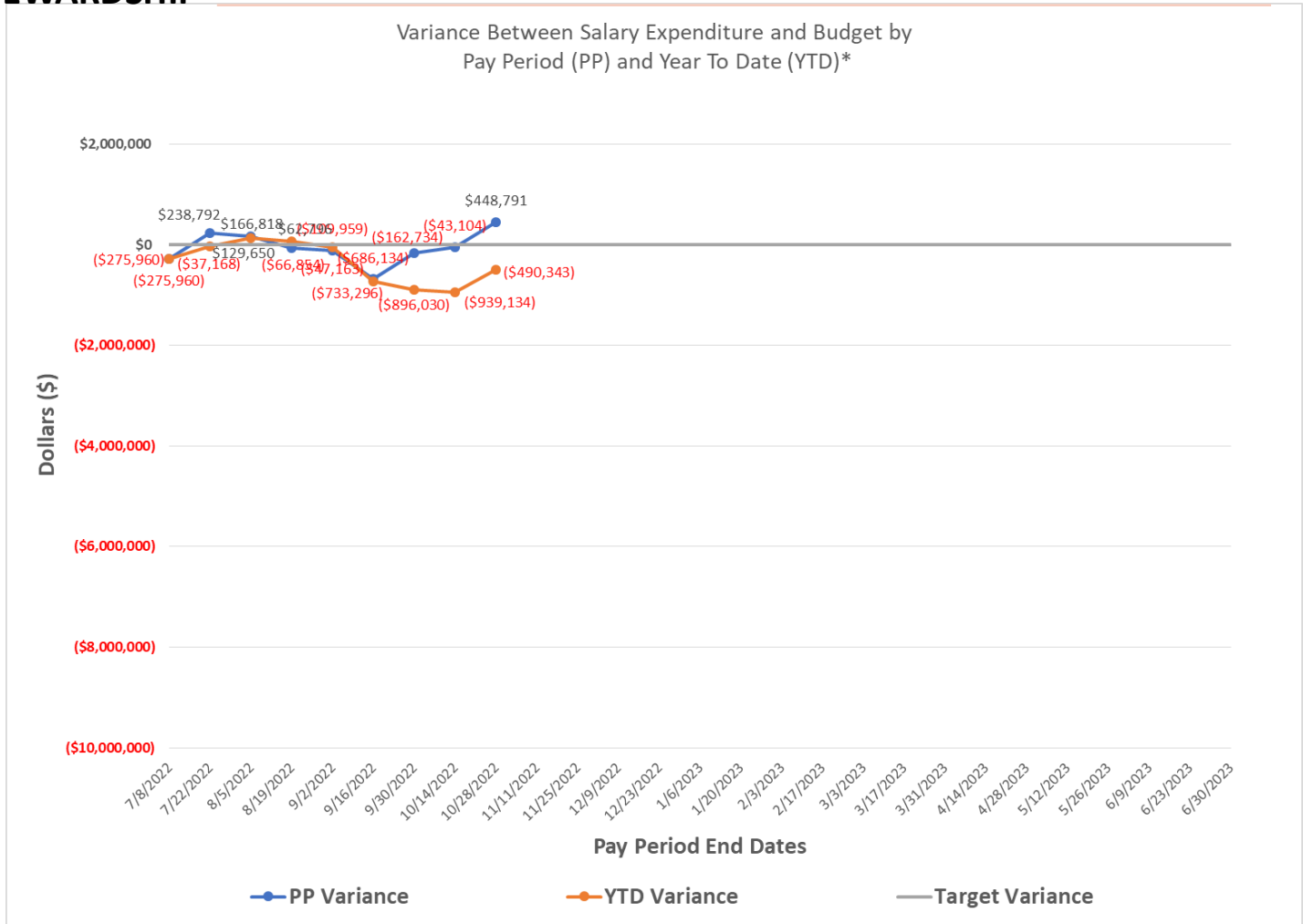


Total Events by Location - October 2022



FINANCIAL STEWARDSHIP

Salary Variance



*Please note that COVID-19 costs are now a part of ZSFG operations and budget.

Commissioner Comments:

Commissioner Chow asked if pediatric respiratory cases have added to the ZSFG census. Dr. Ehrlich stated that a few weeks prior, the ZSFG NICU was full, which was something that had not previously occurred at the hospital. She noted that the hospital is not seeing high cases of flu or RSV, although the volume of other patients has increased. She added that it has been difficult to transfer pediatric patients to UCSF Mission Bay hospital when more intensive care is needed, due to the high census at that facility.

Commissioner Chow asked for more information about the RSV patient cohort at ZSFG. Dr. Winston stated that most of the inpatient pediatric RSV patients are under 6 months of age. Fortunately, most patients have been outpatient with no need for admission.

Commissioner Green asked if there are predominant diagnoses associated with those assigned to Lower Level of Care status. Dr. Ehrlich stated that people who need skilled nursing care are the largest group in this category of patients. In regard to specific diagnoses, patients with traumatic brain injury, complex medical and behavioral problems, and people who are conserved or waiting conservatorship, are the most common in this category of patients.

Commissioner Chow asked if the BERT team responded to the cases of documented workplace violence and asked if there has been a qualitative impact of the team on these events. Dr. Ehrlich noted that there has been

a clear trend downward since February 2022. Mr. Smith stated that the BERT team has been involved in many of the workplace events. He noted that the team is effective in de-escalating most situations. He considers October workplace violence data to be unusual; November's data looks like the downward trend continues.

8) ZSFG HIRING AND VACANCY REPORT

Karrie Johnson, DPH Human Resources, presented the item.

Commissioner Comments:

Commissioner Green asked if there is data where people who decline ZSFG employment offers end up working. Ms. Johnson stated that a phone survey is being offered to individuals who decline ZSFG work offers which will give valuable information; a follow-up email is also being sent to those who decline the phone survey.

9) MEDICAL STAFF REPORT

Lisa Winston, M.D., Chief of Medical Staff, presented the item.

Commissioner Comments:

Commissioner Green asked for more information regarding the availability of psychiatric services for adolescents. Dr. Ehrlich stated that inpatient psychiatric beds for adolescents are very scarce in the state, especially for individuals with only Medi-Cal coverage and who have a history of being justice-involved. She noted that the state has recently made funds available for these services and ZSFG has submitted an application.

Action Taken: The following were unanimously approved by the committee:

- Psychiatry Rules and Regulations
- Anesthesia Privileges List

10) OTHER BUSINESS

This item was not discussed.

11) PUBLIC COMMENT

There was not public comment.

12) CLOSED SESSION

- A) Public comments on All Matters Pertaining to the Closed Session
- B) Vote on whether to hold a Closed Session (San Francisco Administrative Code Section 67.11)
- C) Closed Session Pursuant to Evidence Code Sections 1156, 1156.1, 1157, 1157.5 and 1157.6; Health and Safety Code Section 1461; and California Constitution, Article I, Section 1.

CONSIDERATION OF CREDENTIALING MATTERS

CONSIDERATION OF PERFORMANCE IMPROVEMENT AND PATIENT SAFETY REPORTS AND PEER REVIEWS

RECONVENE IN OPEN SESSION

1. Possible report on action taken in closed session (Government Code Section 54957.1(a)(2) and San Francisco Administrative Code Section 67.12(b)(2).)
2. *Vote to elect whether to disclose any or all discussions held in closed session (San Francisco Administrative Code Section 67.12(a).)*

Action Taken: The ZSFG JCC voted to not disclosed discussions held in closed session.

13) ADJOURNMENT

The meeting was adjourned at 5:06pm.